POLICIES and SYLLABUS

Dr. Eric Rice                         Office: 104 Whitehead Hall
The Practice of Consulting                           Phone: 410:516-7193 (o)
EN662.643                                                                301:371-4814 (h)
Jan/Feb 2015                                                Office Hours: W 12:00-2:00
Spring, 2015 E-mail: Ericmrice@gmail.com

Course Overview: Management consulting is an innovation in organizational development that now has world-wide effects. Companies, governments, NGO’s – almost any type of organization employs consultants to help address issues and problems; chart new directions; or handle work tasks the organization chooses not to address otherwise. But a consultant is neither an “insider” nor an “outsider”. Rather, a consultant is a professional that must frame the problem, understand context, generate ideas, protect the client and other stakeholders, usually work as part of a team, and deliver a quality product -- and always improve the condition of the client.

This class addresses the practice of consulting through class and experiential learning activities. The primary format for learning in this course is a seminar style that demands reading, researching and sharing of information as well as structured, experiential activities designed to build skills through practice and interpersonal exchange. Class time is devoted to discussion, observation, feedback, exercises and presentation.

Specific Objectives: Course activities revolve around several specific objectives that become demonstrable activities by the end of the semester. Specifically, you should be able to:

1. Identify issues, frame problems, investigate alternative solutions/designs and research solutions.
2. Identify and explain strategies to manage teams in the workplace.
3. Identify, explain and demonstrate knowledge associated with identifying and working with adjusting to organizational and community culture.
4. Function effectively as a contributing team member; give and receive useful and constructive feedback.
5. Develop and deliver effective product for client organization.
6. Improve communication skills necessary to perform as effective professionals.

ABET Competencies Addressed:
- Ability to function on multidisciplinary teams (d).
- Understanding of professional and ethical responsibility (f).
- Ability to communicate effectively (g).
- The broad education necessary to understand the impact of engineering solutions in a global and societal context (h).
- Recognition of the need for and an ability to engage in life-long learning (i).
- Knowledge of contemporary issues (j).

Attendance and Participation: Class and community attendance and participation are required due to the seminar and experiential nature of the class. You forfeit points as well as opportunities to learn if you fail to show up. If you are late to class, please enter quietly.
Also remember to turn off cell phones until class is over. During class, please participate in the discussions and exercises.

**Assignments:** You will complete several types of assignments during the semester. Written directions for each assignment will be distributed and discussed in class. Each Assignment Sheet includes information about due dates, product specifications, grade value of products, and grading criteria.

While your instructor reserves the right to adjust assignments and their values, you may expect our assignments and their value to be as follows:

Elements of teamwork 20%
Participation (log, pictures, team and class) 20%
Feedback and critique of other products 15%
Culture and organizational analysis 15%
Final Product and client satisfaction 30%

**Grades:** Grades are assigned for class participation (exercises, assignment activities, and discussion), presentations, cases, and final copy of products.

Each assignment is graded, based on criteria for that assignment. Assignments carry individual weights toward your final grade with individuals weights indicated on each Assignment Sheet. Typically your papers are returned for consideration within two weeks and/or before the next product are due.

Normally a grade of "Incomplete" is not available; if a problem arises, please see me and we will work on the issues.

The penalty for plagiarism is an automatic "F" and possible dismissal from the University. We will discuss the meaning of the term in class.

**Academic Integrity:** The strength of the University depends on academic and personal integrity. In this course you must be honest and truthful. Ethical violations include cheating on exams, plagiarism, reuse of assignments, forgery and falsification, lying, facilitating academic dishonesty and unfair competition.

You will complete some assignments with a colleague. Other assignments you must complete independently. The expectations for different assignments are explained on the Assignment Sheets.

You must reference sources of information in your papers. We will discuss guidelines for references in class.

Report any violations of academic integrity that you witness to your instructor. You may consult the Associate Dean of Student Affairs and/or the chairperson of the Ethics Board beforehand. See the guide on “Academic Ethics for Undergraduates” and the Ethics Board Web site (http:ethics.jhu.edu) for more information.

**Conferences:** Informal or scheduled visits are welcome anytime during office hours.

**Papers:** Papers must be printed by laser or inkjet and submitted on appropriate paper for the kind of product you are writing. Most copy will be submitted on 8 1/2” x 11” paper with 1” margins on all sides; further, the document format should conform to standard practice for business communication. Place your name and appropriate identification on each page. Staple pages together rather than place them in a binder. Back up your work and keep a
copy of each paper for your records. Your graded papers will be returned for your examination and as part of a general class discussion. Note on the Assignment Sheets how many copies of any given assignment you must submit; occasionally you may be asked to submit more than one copy of some draft materials.

**Due Dates:** Products are due as class begins on the date indicated on the Assignment Sheet. Papers will not be due on religious holidays you observe.

**Writing Assistance:** You will find a tutor to help you with a specific skill, a grammatical problem, or provide a general reaction to your draft at the JHU Writing Center. The phone number is (410) 516-4258 or via email at writingcenter@jhu.edu.

**Accommodating Students with Disabilities:** The University and your instructor are committed to provide appropriate accommodations for students with documented disabilities. Turn in documentation and register with the Associate Director for Disability Services, Garland Hall, Suite 130, and (410) 516-8949. Notify me of your special needs early in the semester. If issues occur during the semester, please bring information within two weeks.

**Texts:** You will have a series of papers and products from your client, your instructor and your colleagues to read and use during the course.

**Class Schedule:** The following class schedule describes how we will spend our time together this semester. While the schedule may change due to class dynamics and your instructor reserves the right to change this schedule, use the draft to plan your semester activities. Complete the readings for the class period in which they are listed.

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Expected Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduce class, expectations and assignments. Review rules, assignments and semester plans. Review and discuss elements of effective teams. Introduce and discuss guidelines and best practices for managing teams.</td>
</tr>
<tr>
<td>2</td>
<td>Continue work on team function. Review and discuss requirements for identifying and understanding community and organizational culture – what is it, how does it work and how does one deal with it as a consultant. Receive initial assignments.</td>
</tr>
<tr>
<td>3</td>
<td>Turn in Assignments (1,2 and 3) to date. Review and discuss the elements of client activity.</td>
</tr>
<tr>
<td>4</td>
<td>Discuss best practices for product creation and presentation. Continue feedback from projects. Examine samples of other consulting projects.</td>
</tr>
<tr>
<td>5</td>
<td>Bring draft materials for clients. Discuss progress to date. Discuss elements of effective feedback. Turn in Assignment #4.</td>
</tr>
</tbody>
</table>
Provide products to clients, classmates and faculty.